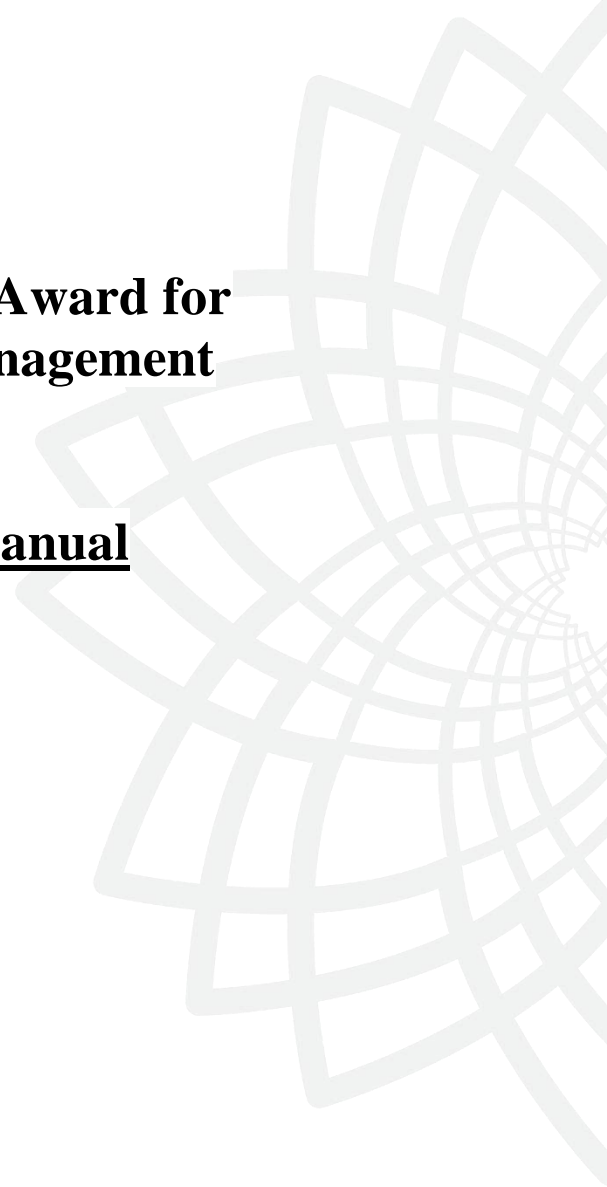




**Hamdan Bin Mohammed Award for  
Innovation in Project Management  
(HBM AIPM)**

**Award Application Manual**





## **Table of Contents:**

<b>1. General rules and conditions</b> .....	3
<b>2. Application Form</b> .....	4
<b>3. Executive summery</b> .....	4
<b>4. Awards</b> .....	5
<b>4.1. Individual Category</b> .....	5
<b>4.1.1. The Innovative Project Manager Award</b> .....	5
<b>4.1.2. The Innovative PMO Manager Award</b> .....	8
<b>4.2. Team Category</b> .....	12
<b>4.2.1. The Innovative Project Team Award</b> .....	12
<b>4.3. Organization Category</b> .....	14
<b>4.3.1. The Innovative Idea in Project Management Award</b> .....	14
<b>4.3.2. The Innovative Idea in Program Management Award</b> .....	17
<b>4.3.3. The Innovative Idea in Portfolio Management Award</b> .....	20
<b>5. Attachments</b> .....	22



## **1. General rules and conditions:**

- 1) All applications should be submitted within the stated submissions period.
- 2) There are no application fees to apply for any of the award categories.
- 3) The same project/program/portfolio can be used to apply for more than one award, given compliance to the individual award's eligibility criteria.
- 4) Each application must have a complete submission for at least one innovation area.
- 5) Each application may include submissions for multiple innovation areas of the same project/program/portfolio.
- 6) Incomplete applications will be disqualified and will not be evaluated.
- 7) Applications must be filled in English: applications using other languages will be disqualified and will not be evaluated.
- 8) Projects/programs/portfolios used in the submitted application must not have a completion date longer than 48 months prior to the date of application submission.
- 9) Programs/portfolios used in the submitted applicant that are still ongoing must have produced sufficient results to demonstrate the impact of the innovation achieved by the applicant.
- 10) All project information submitted in the application must be the product of the applicant's work and effort.
- 11) Applicant must obtain permission from the sponsor/owner of the submitted project/program/portfolio.
- 12) There shall be one designated lead nominator whom the Awards Team will communicate with regarding the application.
- 13) All supporting materials and evidence must be submitted at the time of completing the application and clearly referenced and marked. In addition, the Awards Team may ask for additional information which must be provided within 3 working days from the request date.
- 14) The applicant will have the copyright for the submitted content; however, HBM AIPM reserves the right to use some relevant content for promotional and marketing purposes, including but not limited to videos and case studies.
- 15) The Awards Team has the right to award an applicant in different categories/awards.
- 16) The Awards Team has the right to award two or more applicants in the same category.
- 17) The judging panel will consist of experienced experts in their field. Their decisions are final and cannot be disputed by the applicant.
- 18) The allocation of the judging panel members for evaluation of each entry will ensure that there is no conflict of interest. The judges enforce and follow the highest standards of professionalism, fairness and business conduct.
- 19) Any application that does not meet the entry criteria for a chosen category/award will be disqualified.
- 20) The Awards Team reserves the right to withhold any award for a particular year, if the evaluations of applicants indicate that nominations do not meet award standards.
- 21) Each category and individual award has different requirements and eligibility criteria that differ for each award.



## 2. Application from:

<b>2.1. APPLICANT*:</b>
▪ <b>NAME:</b>
▪ <b>DESIGNATION:</b>
▪ <b>CREDENTIALS:</b>
▪ <b>PHONE NUMBER:</b>
▪ <b>EMAIL:</b>
<b>2.2. ORGANIZATION:</b>
▪ <b>NAME:</b>
▪ <b>LOCATION:</b>
▪ <b>PHONE NUMBER:</b>
▪ <b>EMAIL:</b>
<b>2.3. SPONSOR / CLIENT:</b>
▪ <b>NAME:</b>
▪ <b>LOCATION:</b>
▪ <b>PHONE:</b>
▪ <b>EMAIL:</b>
<b>2.4. PROJECT / PROGRAM / PORTFOLIO:</b>
▪ <b>NAME:</b>
▪ <b>LOCATION:</b>
▪ <b>BUDGET / VALUE:</b>
▪ <b>START DATE:</b>
▪ <b>END DATE:</b>
▪ <b>DURATION:</b>
▪ <b>MANAGEMENT TEAM SIZE:</b>
▪ <b>LABOR FORCE SIZE:</b>

\*Designated lead for the application and manager of the submitted Project/Program/Portfolio.

## 3. Executive Summary\*

Give a brief description about the project/program/portfolio including:

- **Goals and Objectives, Scope, Complexity, benefits** of the project/portfolio/Program.
- **Delivery** – Detail what was delivered including: Solution, Timeline, Implementation method.
- **People** – Describe, structure, size and geographic distribution of people involved: Customer, Project Team, Employees, Community and other, Project Sponsor and Project Owner

\*450 words maximum



## 4. Awards:

### 4.1. Individual Category

#### 4.1.1 The Innovative Project Manager award

##### 4.1.1.1 Eligibility Conditions:

- The application for this Award must be submitted by a Project Manager for a project that the applicant has managed and completed.
- Applicant must be an Individual Project Manager.
- Applicant must be the designated Project Manager by the project sponsor/owner for the submitted project.
- Organizations may apply on behalf of their Project Manager, with the understanding that the award goes to the Project Manager in charge of the submitted project.

##### 4.1.1.2 Screening Questions:

- Is the project complete?

##### 4.1.1.3 Innovation Areas:

###### 1) **Benefit Realization Management. Questions:**

- |   |
|---|
| <ul style="list-style-type: none"> <li>▪ Describe your innovation in Benefits Realization Management, with tools and techniques to plan or track and monitor project benefits.<br/><i>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</i></li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Describe your innovation in embedding benefits realization into the current day-to-day business after project completion</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other projects, domains or industries.</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Justify with evidence the tangible results achieved until date in relation to business case plan approved at the beginning of the project.</li> </ul>  |

###### 2) **Cost, Time and Scope Management. Questions:**

- |  |
|--|
| <ul style="list-style-type: none"> <li>▪ Describe the urgency on one or more of the project constraints (cost, time and scope) requiring special project management action or performance (defined as part of project charter).<br/>Where applicable, describe how aggressive the project constraints were in comparison to other similar projects.</li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Describe your innovation in one or more of the below areas:<br/>how the budget was baselined, tracked and satisfied for timely decision making,<br/>- how the work breakdown structure was developed and management plan / control systems used (including the change management system) for timely decision making,<br/>- how the project schedule was defined and controlled, and how any project delays were managed for timely decision making<br/><i>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</i></li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your technique in managing (cost, time and scope) is to other projects, domains or industries.</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Did the project result in one or more of the below: <ul style="list-style-type: none"> <li>- additional profit</li> <li>- additional opportunity</li> <li>- delivered in accordance to the budget</li> <li>- meet or exceeded the expectations of the stakeholders involved</li> <li>- delivered as per schedule or ahead of schedule Elaborate.</li> </ul> </li> </ul>   |



### 3) Procurement Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe the project Procurement Management complexity: <ul style="list-style-type: none"> <li>- Number of suppliers involved</li> <li>- Number of geographies</li> <li>- Number of sub-contractors involved</li> <li>- Type and tenure of contracts</li> <li>- Previous experience with the suppliers</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe your innovation in Procurement Management, through use of tools and techniques to: <ul style="list-style-type: none"> <li>- contract procurement and acquisition</li> <li>- administration, and</li> <li>- control methods</li> <li>- Contract formation</li> </ul> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency </li> </ul>
<ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other projects, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain how operational benefits (hard and soft benefits) related to Procurement Management were achieved and documented. This could be but not limited to increased operational efficiency, reduced costs or encouragement in ethical procurement behavior.</li> </ul>

### 4) Quality Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe innovation used in total quality management process of the project including: <ol style="list-style-type: none"> <li>1) quality management approach.</li> <li>2) Process to ensure the standard quality criteria are met.</li> <li>3) Process to forecast and measure quality requirements to ensure standards will be met or preventive or corrective actions will be taken in a timely manner.</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other projects, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain how customer (internal and external) satisfaction was achieved and documented.</li> </ul>

### 5) Risk and Issue Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe the project complexity and project risks (external and internal), issues, dependencies and external constraints requiring special project management or team action or performance.</li> </ul>
<ul style="list-style-type: none"> <li>▪ How did the project manager use innovative tools and techniques to: <ul style="list-style-type: none"> <li>- identify and prioritize risks</li> <li>- track and monitor risks and issues</li> <li>- mitigate risks and address issues through timely decision-making?</li> </ul> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency </li> </ul>
<ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other projects, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how the mitigated risks or addressed issues allowed the project to meet its objectives.</li> </ul>



## 6) Stakeholder, Culture and Change Management. Questions:

<ul style="list-style-type: none"> <li>▪ Identify the: <ul style="list-style-type: none"> <li>- major stakeholders/audiences of the project,</li> <li>- number of stakeholders involved,</li> <li>- diversity</li> <li>- geographical spread of the stakeholders</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe your innovation in one or more of the below areas: <ol style="list-style-type: none"> <li>1) development of an effective team and promoting a culture of innovation and change</li> <li>2) management of project stakeholders (project team, client, vendor, contractor and other stakeholders)</li> <li>3) use of social media and/or collaborative techniques and tools as a means of project communication (external and internal).</li> </ol> <p>Where applicable, describe the global nature of the project and how the challenges of a virtual team were managed.</p> <p>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</p> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your stakeholder and communication management technique is to other industries, domains or projects (within same industry).</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain the positive impact that the project had on its internal stakeholders. Provide evidence against each stakeholder group.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain the positive impact that the project had on its external stakeholders. Provide evidence against each stakeholder group.</li> </ul>

### 4.1.1.4 What are the jury looking for:

<p>Description of the innovation implemented;</p> <ul style="list-style-type: none"> <li>▪ How novel, disruptive or groundbreaking it is.</li> <li>▪ What new tools and techniques were used to achieve that innovation.</li> <li>▪ How transferable is the implemented innovation.</li> </ul>	70% of the score weight
<p>Demonstrated result of the implemented innovation and its impact on the project outcomes.</p>	30% of the score weight



## 4.1.2 The Innovative PMO Manager award

### 4.1.2.1 Eligibility Conditions:

- The application for this award must be submitted by a PMO Manager for a program or portfolio that the applicant is managing or has completed.
- Applicant must be an individual PMO manager.
- Applicant must be the designated PMO Manager for the submitted program or portfolio.
- Organizations may apply on behalf of their PMO, with the understanding that the award goes to the PMO in charge of the submitted Program or Portfolio.

### 4.1.2.2 Screening Questions:

- Is the Program or Portfolio Complete? If not, what was the latest Major phase completed, and at what was the date of completion?
- What are the main results achieved of the completed phase?
- What is the age of your Program or Portfolio?

### 4.1.2.3 Innovation Areas:

#### 1) Cost, Time, and Scope Management.

- Describe the urgency on one or more of the program/portfolio constraints (cost, time and scope) requiring special Program/Portfolio management or team action or performance (defined as part of Program/Portfolio charter).  
Where applicable, describe how aggressive the program/portfolio constraints were in comparison to other similar program/portfolio.

- Describe your innovation in one or more of the below areas:
  - how the budget was baselined, tracked and satisfied for timely decision making,
  - how the work breakdown structure was developed and management plan / control systems used (inc the change management system) for timely decision making,
  - how the program/portfolio schedule was defined and controlled, and how any program delays were managed for timely decision making
 [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency

- Demonstrate how transferrable the application of your stakeholder and communication management technique is to other program/portfolio, domains or industries.

- Did the program/portfolio result in one or more of the below:
  - additional profit
  - additional opportunity
  - delivered in accordance to the budget
  - met or exceeded the expectations of the stakeholders involved
  - delivered as per schedule or ahead of schedule Elaborate.

#### 2) Project Integration Management.

- Describe the program/portfolio complexity and any unusual conditions, issues, and barriers requiring special project management or team action or performance.  
[Help Text] example: Diversity of team, project length, high cost, multiple groups....

- Describe how the management of the (program/portfolio) is distinctive, innovative or original in the application of project management technique?  
[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency





- |  |
|--|
| <ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your project management technique is to other projects, domains or industries with no or minor modifications.</li> </ul>                                     |
| <ul style="list-style-type: none"> <li>▪ Based on the project management technique that you have used, describe the tangible results achieved in relation to your project objectives by using this innovative project management technique.</li> </ul> |

### 3) Risk and Issue Management.

- |  |
|--|
| <ul style="list-style-type: none"> <li>▪ Describe the program/portfolio complexity and portfolio risks (external and internal), issues, dependencies and external constraints requiring special portfolio management or team action or performance. Determine the impact and probability of the portfolio risk exposure on program/portfolio strategic goals and objectives.<br/>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ How did the program/portfolio team use innovative tools and techniques to: <ul style="list-style-type: none"> <li>- identify and prioritize risks</li> <li>- track and monitor risks and issues</li> <li>- mitigate risks and address issues through timely decision-making?</li> </ul> </li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other portfolios, domains or industries.</li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Demonstrate how the mitigated risks or addressed issues allowed the portfolio to meet its objectives.</li> </ul>  |

### 4) Portfolio Strategy and Governance Management.

- |  |
|--|
| <ul style="list-style-type: none"> <li>▪ Describe your innovation in one or more of the below areas: <ol style="list-style-type: none"> <li>1) program/portfolio components identification and alignment of portfolio roadmap to the strategic objectives of the organization</li> <li>2) evaluation, selection and prioritization of program/portfolio components</li> <li>3) allocation of resources to deliver portfolio components</li> </ol> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency </li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your program/portfolio management technique is to other program/portfolio, domains or industries with no or minor modifications.</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Based on the management technique that you have used, describe the tangible results achieved in relation to your organizations strategic objectives.</li> </ul>   |

### 5) Portfolio Performance Management.

- |   |
|---|
| <ul style="list-style-type: none"> <li>▪ Describe your innovation in measuring, analyzing and reporting program/portfolio performance against the set goals.<br/>Where applicable, mention the use of technology / tools to measure, analyze and report program/portfolio performance.<br/>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your program/portfolio management technique is to other program/portfolio, domains or industries with no or minor modifications.</li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Based on the program/portfolio management technique that you have used, describe the portfolio value, as applicable: <ol style="list-style-type: none"> <li>1) revenue growth</li> <li>2) increased operating margins</li> <li>3) employee / customer satisfaction</li> <li>4) contribution to community</li> <li>5) enhancement or protection of reputation and branding</li> <li>6) protection of environmental resources</li> </ol> Provide comparison to initial targets for each metric. Where applicable, provide any additional metrics that might have been measured as part of the portfolio value. </li> </ul> |



## 6) Communication Management.

<ul style="list-style-type: none"> <li>▪ Describe the PMO complexity, team size, number of stakeholders, and any unusual conditions, issues, and barriers requiring special project management or team action. [Help Text] example: Diversity of team and size, high number of stakeholders, multiple groups.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe how the communications management of the project is distinctive, innovative or original in the application of project management technique? [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your communications management technique is to other projects, domains or industries with no or minor modifications.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain the positive impact your innovation in communications management had on the program/portfolio and PMO team. Provide evidence for the same.</li> </ul>

## 7) Resource Management.

<ul style="list-style-type: none"> <li>▪ Describe the project Resource Management complexity, in terms of: <ul style="list-style-type: none"> <li>- Resource planning.</li> <li>- Resource capacity.</li> <li>- Resource risks.</li> <li>- Resource optimization.</li> <li>- Resource Scheduling</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe your innovation in Resource Management, through use of tools and techniques to: <ul style="list-style-type: none"> <li>- optimize and efficiently manage resources</li> <li>- reduce risks</li> <li>- effective delivery</li> </ul> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul>
<ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other projects, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain how operational benefits related to Resource Management were achieved. This could be but not limited to increased operational efficiency, reduced costs, reduce risk, reduce delivery time.</li> </ul>

## 8) Development of Standards, Methodologies, Processes.

<ul style="list-style-type: none"> <li>▪ Describe the complexity, size and diversity of the projects program/portfolio managed by your PMO</li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe your innovation through use of newly developed PMO Standards, Methodologies, Processes. to or in addition to: <ul style="list-style-type: none"> <li>- Integrate and develop customized PMO procedures specifically tailored to the PMO.</li> <li>- Allocate fit for purpose standards and procedures to each project according to project specific type, size, criticality and level of complexity.</li> <li>- Communicating the developed Standards, Methodologies, and Processes to PMO members and project management teams.</li> <li>- ensure the consistent Implementation of Standards, Methodologies and Processes in all projects in the PMO</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your developed Standards, Methodologies, Processes is to other PMOs with no or minor modifications.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Based on the developed Standards, Methodologies, Processes that you have used, describe the tangible results achieved in relation to your program/portfolio strategic objectives.</li> </ul>



#### 4.1.2.4 What are the jury looking for:

<p>Description of the innovation implemented;</p> <ul style="list-style-type: none"><li>▪ How novel, disruptive or groundbreaking it is.</li><li>▪ What new tools and techniques were used to achieve that innovation.</li><li>▪ How transferable is the implemented innovation.</li></ul>	70% of the score weight
Demonstrated result of the implemented innovation and its impact on the project outcomes.	30% of the score weight



## 4.2. Team Category

### 4.1.3 The Innovative Project Team Award

#### 4.1.3.1 Eligibility Conditions:

- The application for this award must be submitted by a Project Management Team (PMT), for a project or a program the applicant team are managing or have completed.
- Team must be lead by a designated Project Leader, Project Manager or Project Director, who is in charge of submitted Project or Program.
- PMT must consist of a minimum of five team members.
- Submitted projects or programs that are still ongoing must have produced sufficient results to demonstrate the impact of the achieved innovation by the applicant PMT.
- Organizations may apply on behalf of PMT with the understanding that the award goes to the PMT in charge of the submitted project or program.

#### 4.1.3.2 Screening Questions:

- If the Program complete? If not, what was the latest major phase completed, and at what was the date of completion?
- What are the main results achieved of the completed phase?

#### 4.1.3.3 Innovation Areas:

##### 1) Project Integration Management. Questions:

- |   |
|---|
| <ul style="list-style-type: none"> <li>▪ Describe the project/program complexity and any unusual conditions, issues, and barriers requiring special project management or team action or performance.<br/>[Help Text] example: Diversity of team, project length, high cost, multiple groups.</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Why the management of the project/program is distinctive, innovative or original in the application of project management technique?<br/>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your project/program management technique is to other projects, domains or industries with no or minor modifications.</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Based on the project/program management technique that you have used, describe the tangible results achieved in relation to your project objectives by using this innovative project management technique.</li> </ul>  |

##### 2) Risk and Issue Management. Questions:

- |   |
|---|
| <ul style="list-style-type: none"> <li>▪ Describe the Project/ Program/ Team complexity and Project/ Program Team risks (external and internal), issues, dependencies and external constraints requiring special Project/Program/Portfolio Team management or team action or performance.</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ How did the Project/ Program Team use innovative tools and techniques to: <ul style="list-style-type: none"> <li>- identify and prioritize risks</li> <li>- track and monitor risks and issues</li> <li>- mitigate risks and address issues through timely decision-making?</li> </ul> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other Project/ Program Teams, domains or industries.</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Demonstrate how the mitigated risks or addressed issues allowed the Project/Program/Portfolio Team to meet its objectives.</li> </ul>  |



### 3) Stakeholder, Culture and Change Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe your innovation in one or more of the below areas:             <ol style="list-style-type: none"> <li>1) development of an effective team and promoting a culture of innovation and change</li> <li>2) management of Project/Program Team stakeholders (Project/Program Team, client, vendor, contractor and other stakeholders)</li> <li>3) use of social media and/or collaborative techniques and tools as a means of Project/Program/Portfolio Team communication (external and internal)</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Where applicable, describe the global nature of the Project/Program Team and how the challenges of a virtual team were managed. [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your stakeholder and communication management technique is to other industries domains or Project/Program Teams (within same industry).</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain the positive impact that the Project/Program Team had on its internal stakeholders. Provide evidence against each stakeholder group.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain the positive impact that the Project/Program Team had on its external stakeholders. Provide evidence against each stakeholder group.</li> </ul>

### 4) Communication Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe the projects/programs complexity, team size, number of stakeholders, and any unusual conditions, issues, and barriers requiring special project management or team action or performance. [Help Text] example: Diversity of team and size, high number of stakeholders, multiple groups....</li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe how the communications management of the project is distinctive, innovative or original in the application of project management technique? [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your communications management technique is to other projects, domains or industries with no or minor modifications.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain the positive impact your innovation in communications management had on the project and on the project team. Provide evidence for the same.</li> </ul>

#### 4.1.3.4 What are the jury looking for:

<p>Description of the innovation implemented;</p> <ul style="list-style-type: none"> <li>▪ How novel, disruptive or groundbreaking it is.</li> <li>▪ What new tools and techniques were used to achieve that innovation.</li> <li>▪ How transferable is the implemented innovation.</li> </ul>	50% of the score weight
<p>Demonstrated result of the implemented innovation and its impact on the project outcomes.</p>	50% of the score weight



### 4.3. Organization category

#### 4.1.4 The Innovative idea in Project Management Award.

##### 4.1.4.1 Eligibility Conditions:

- The Application for this award must be submitted by an organization, for a project that the applicant organization has managed and completed.
- Submitted project duration must be not less than 12 months.

##### 4.1.4.2 Screening Questions:

- Is the project complete?
- What was the actual project duration from start to completion?
- What is the field of the Project?
- What was the total financial value of the project?

##### 4.1.4.3 Innovation Areas:

###### 1) **Benefit Realization Management. Questions:**

- |   |
|---|
| <ul style="list-style-type: none"> <li>▪ Describe your innovation in Benefits Realization Management, through the use of tools and techniques to plan or track and monitor project benefits<br/>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Describe your innovation in embedding benefits realization into the current day-to-day business after project completion</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other projects, domains or industries.</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Justify with evidence the tangible results achieved until date in relation to business case plan approved at the beginning of the project.</li> </ul>  |

###### 2) **Cost, Time, and Scope Management. Questions:**

- |   |
|---|
| <ul style="list-style-type: none"> <li>▪ Describe the urgency on one or more of the project constraints (cost, time and scope) requiring special project management action or performance (defined as part of project charter).<br/>Where applicable, describe how aggressive the project constraints were in comparison to other similar projects.</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Describe your innovation in one or more of the below areas: <ul style="list-style-type: none"> <li>- how the budget was baselined, tracked and satisfied for timely decision making,</li> <li>- how the work breakdown structure was developed and management plan / control systems used (inc the change management system) for timely decision making,</li> <li>- how the project schedule was defined and controlled, and how any project delays were managed for timely decision making</li> </ul> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency. </li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your technique in managing (cost, time and scope) is to other projects, domains or industries.</li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Did the project result in one or more of the below: <ul style="list-style-type: none"> <li>- additional profit</li> <li>- additional opportunity</li> <li>- delivered in accordance to the budget</li> <li>- met or exceeded the expectations of the stakeholders involved</li> <li>- delivered as per schedule or ahead of schedule Elaborate.</li> </ul> </li> </ul>   |



### 3) Procurement Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe the project Procurement Management complexity: <ul style="list-style-type: none"> <li>- Number of suppliers involved</li> <li>- Number of geographies</li> <li>- Number of sub-contractors involved</li> <li>- Type and tenure of contracts</li> <li>- Previous experience with the suppliers</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe your innovation in Procurement Management, through use of tools and techniques to: <ul style="list-style-type: none"> <li>- contract procurement and acquisition</li> <li>- administration, and</li> <li>- control methods</li> <li>- Contract formation</li> </ul> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency </li> </ul>
<ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other projects, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain how operational benefits (hard and soft benefits) related to Procurement Management were achieved and documented. This could be but not limited to increased operational efficiency, reduced costs or encouragement in ethical procurement behavior.</li> </ul>

### 4) Project Integration Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe the project complexity and any unusual conditions, issues, and barriers requiring special project management or team action or performance. [Help Text] example: Diversity of team, project length, high cost, multiple groups.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Why the management of the project is distinctive, innovative or original in the application of project management technique? [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your project management technique is to other projects, domains or industries with no or minor modifications.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Based on the project management technique that you have used, describe the tangible results achieved in relation to your project objectives by using this innovative project management technique.</li> </ul>

### 5) Quality Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe innovation used in total quality management process of the project including: <ol style="list-style-type: none"> <li>1) quality management approach.</li> <li>2) process to ensure the standard quality criteria are met.</li> <li>3) Process to forecast and measure quality requirements to ensure standards will be met or preventive or corrective actions will be taken in a timely manner.</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other projects, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain how customer (internal and external) satisfaction was achieved and documented.</li> </ul>

### 6) Risk and Issue Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe the project complexity and project risks (external and internal), issues, dependencies and external constraints requiring special project management or team action or performance.</li> </ul>
<ul style="list-style-type: none"> <li>▪ How did the project team use innovative tools and techniques to: <ul style="list-style-type: none"> <li>- identify and prioritize risks</li> <li>- track and monitor risks and issues</li> <li>- mitigate risks and address issues through timely decision-making?</li> </ul> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency </li> </ul>
<ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other projects, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how the mitigated risks or addressed issues allowed the project to meet its objectives.</li> </ul>



## 7) Stakeholder, Culture and Change Management. Questions:

<ul style="list-style-type: none"> <li>▪ Identify the: <ul style="list-style-type: none"> <li>- major stakeholders/audiences of the project,</li> <li>- number of stakeholders involved,</li> <li>- diversity</li> <li>- geographical spread of the stakeholders</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe your innovation in one or more of the below areas: <ol style="list-style-type: none"> <li>1) development of an effective team and promoting a culture of innovation and change</li> <li>2) management of project stakeholders (project team, client, vendor, contractor and other stakeholders)</li> <li>3) use of social media and/or collaborative techniques and tools as a means of project communication (external and internal).</li> </ol> <p>Where applicable, describe the global nature of the project and how the challenges of a virtual team were managed.</p> <p>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</p> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your stakeholder and communication management technique is to other industries, domains or projects (within same industry).</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain the positive impact that the project had on its internal stakeholders. Provide evidence against each stakeholder group.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain the positive impact that the project had on its external stakeholders. Provide evidence against each stakeholder group.</li> </ul>

### 4.1.4.4 What are the jury looking for:

<p>Description of the innovation implemented;</p> <ul style="list-style-type: none"> <li>▪ How novel, disruptive or groundbreaking it is.</li> <li>▪ What new tools and techniques were used to achieve that innovation.</li> <li>▪ How transferable is the implemented innovation.</li> </ul>	50% of the score weight
<p>Demonstrated result of the implemented innovation and its impact on the project outcomes.</p>	50% of the score weight





## 4.1.5 The Innovative idea in Program Management Award.

### 4.1.5.1 Eligibility Conditions:

- The application must be submitted by an organization, for a program the applicant organization is managing or has completed.
- The submitted program that is still ongoing, must have produced sufficient results to demonstrate the impact of the innovation achieved by the applicant organization
- Submitted program has a duration of not less than 12 months.

### 4.1.5.2 Screening Questions:

- How many projects does the program consist of?
- Are the projects in the program inter-related?
- Do the projects in the program have shared business objectives, and what are they?
- What is the value of your program?
- What is the field of operation of the submitted program?

### 4.1.5.3 Innovation Areas:

#### 1) **Cost, Time, and Scope Management. Questions:**

<ul style="list-style-type: none"> <li>▪ Describe the urgency on one or more of the program constraints (cost, time and scope) requiring special program management or team action or performance (defined as part of program charter). Where applicable, describe how aggressive the program constraints were in comparison to other similar programs.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe your innovation in one or more of the below areas: <ul style="list-style-type: none"> <li>- how the budget was baselined, tracked and satisfied for timely decision making,</li> <li>- how the work breakdown structure was developed and management plan / control systems used (inc the change management system) for timely decision making,</li> <li>- how the program schedule was defined and controlled, and how any program delays were managed for timely decision making</li> </ul> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency </li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your stakeholder and communication management technique is to other programs, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Did the program result in one or more of the below: <ul style="list-style-type: none"> <li>- additional profit</li> <li>- additional opportunity</li> <li>- delivered in accordance to the budget</li> <li>- met or exceeded the expectations of the stakeholders involved</li> <li>- delivered as per schedule or ahead of schedule Elaborate.</li> </ul> </li> </ul>

#### 2) **Procurement Management. Questions:**

<ul style="list-style-type: none"> <li>▪ Describe the program Procurement Management complexity: <ul style="list-style-type: none"> <li>- Number of suppliers involved</li> <li>- Number of geographies</li> <li>- Number of sub-contractors involved</li> <li>- Type and tenure of contracts</li> <li>- Previous experience with the suppliers</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe your innovation in Procurement Management, through use of tools and techniques to: <ul style="list-style-type: none"> <li>- contract procurement and acquisition</li> <li>- administration, and</li> <li>- control methods</li> </ul> </li> </ul>



[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency
<ul style="list-style-type: none"> <li>Provide examples on how transferrable your innovation is to other programs, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>Explain how operational benefits (hard and soft benefits) related to Procurement Management were achieved and documented. This could be but not limited to increased operational efficiency, reduced costs or encouragement in ethical procurement behavior.</li> </ul>

### 3) Risk and Issue Management. Questions:

<ul style="list-style-type: none"> <li>Describe the program complexity and program risks (external and internal), issues, dependencies and external constraints requiring special program management or team action or performance.</li> </ul>
<ul style="list-style-type: none"> <li>How did the program team use innovative tools and techniques to: <ul style="list-style-type: none"> <li>- identify and prioritize risks</li> <li>- track and monitor risks and issues</li> <li>- mitigate risks and address issues through timely decision-making?</li> </ul> </li> </ul> <p>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</p>
<ul style="list-style-type: none"> <li>Provide examples on how transferrable your innovation is to other programs, domains or industries.</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrate how the mitigated risks or addressed issues allowed the program to meet its objectives.</li> </ul>

### 4) Stakeholder, Culture and Change Management. Questions:

<ul style="list-style-type: none"> <li>Identify the: <ul style="list-style-type: none"> <li>- major stakeholders/audiences of the program,</li> <li>- number of stakeholders involved,</li> <li>- diversity</li> <li>- geographical spread of the stakeholders</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Describe your innovation in one or more of the below areas: <ol style="list-style-type: none"> <li>1) development of an effective team and promoting a culture of innovation and change.</li> <li>2) Management of program stakeholders (program team, client, vendor, contractor and other stakeholders).</li> <li>3) Use of social media and/or collaborative techniques and tools as a means of program communication (external and internal)</li> </ol> <p>Where applicable, describe the global nature of the program and how the challenges of a virtual team were managed.</p> <p>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</p> </li> </ul>
<ul style="list-style-type: none"> <li>Demonstrate how transferrable the application of your stakeholder and communication management technique is to other industries, domains or programs (within same industry).</li> </ul>
<ul style="list-style-type: none"> <li>Explain the positive impact that the program had on its internal stakeholders. Provide evidence against each stakeholder group.</li> </ul>
<ul style="list-style-type: none"> <li>Explain the positive impact that the program had on its external stakeholders. Provide evidence against each stakeholder group.</li> </ul>



### 5) Program Governance Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe the innovative tools and techniques or technology used in one or more of the following:                             <ol style="list-style-type: none"> <li>a) define, sponsor and engage a Program Governance Board to ensure the Program governed was meeting stakeholders' expectations. And explain how Program Governance Board was engaged to close the Program.</li> <li>b) quality management approach and process to ensure the standard quality criteria are met</li> <li>c) process to forecast and measure quality requirements to ensure standards will be met or preventive or corrective actions will be taken in a timely manner.</li> </ol>                             [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency                         </li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your program management technique is to other programs, domains or industries with no or minor modifications.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Explain the positive impact that the Program had on its internal stakeholders. Provide evidence for each stakeholder group.</li> </ul>

### 6) Program Strategic Alignment and Benefit Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe the innovative tools and techniques used in one or more of the below areas:                             <ol style="list-style-type: none"> <li>a) Align Program benefits with the corporate and organizational strategy</li> <li>b) Benefits Realization Management, through the use of tools and techniques to plan or track and monitor program benefits</li> <li>c) Embedding benefits realization into the current day-to-day business after program completion</li> </ol>                             [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency                         </li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your program management technique is to other programs, domains or industries with no or minor modifications.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Describe the tangible results achieved till date in relation to Program business case plan approved at the beginning of the program.</li> </ul>

#### 4.1.5.4 What are the jury looking for:

Description of the innovation implemented; <ul style="list-style-type: none"> <li>▪ How novel, disruptive or groundbreaking it is.</li> <li>▪ What new tools and techniques were used to achieve that innovation.</li> <li>▪ How transferable is the implemented innovation.</li> </ul>	50% of the score weight
Demonstrated result of the implemented innovation and its impact on the project outcomes.	50% of the score weight



## 4.1.6 The Innovative idea in Portfolio Management Award.

### 4.1.6.1 Eligibility Conditions:

- The application must be submitted by an organization, for a portfolio the applicant organization is managing or has completed
- Submitted Portfolio that is still ongoing, must have produced sufficient results to demonstrate the impact of the innovation achieved by the applicant organization
- Submitted portfolio duration of not less than 12 months.

### 4.1.6.2 Screening Questions:

- What are your portfolio strategic objectives in relation to organization overall strategic objectives?
- What are the components of your portfolio?
- What are the Projects, Programs and operational procedures your portfolio consist of?
- What is the value of your portfolio?
- When was your portfolio established?

### 4.1.6.3 Innovation Areas:

#### 1) Risk and Issue Management. Questions:

- |  |
|--|
| <ul style="list-style-type: none"> <li>▪ Describe the portfolio complexity and portfolio risks (external and internal), issues, dependencies and external constraints requiring special portfolio management or team action or performance. Determine the impact and probability of the portfolio risk exposure on portfolio strategic goals and objectives.<br/>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ How did the portfolio team use innovative tools and techniques to: <ul style="list-style-type: none"> <li>- identify and prioritize risks</li> <li>- track and monitor risks and issues</li> <li>- mitigate risks and address issues through timely decision-making?</li> </ul> </li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Provide examples on how transferrable your innovation is to other portfolios, domains or industries.</li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Demonstrate how the mitigated risks or addressed issues allowed the portfolio to meet its objectives.</li> </ul>  |

#### 2) Stakeholder, Culture and Change Management. Questions:

- |   |
|---|
| <ul style="list-style-type: none"> <li>▪ Identify the: <ul style="list-style-type: none"> <li>- major stakeholders/audiences of the portfolio,</li> <li>- number of stakeholders involved,</li> <li>- diversity</li> <li>- geographical spread of the stakeholders</li> </ul> </li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Describe your innovation in one or more of the below areas: <ol style="list-style-type: none"> <li>1) promoting a culture of innovation and change</li> <li>2) management of portfolio stakeholders</li> <li>3) use of social media and/or collaborative techniques and tools as a means of portfolio communication (external and internal) Where applicable, describe the global nature of the portfolio and how the challenges of a virtual team were managed.</li> </ol> <br/> [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency </li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your stakeholder and communication management technique is to other industries, domains or portfolios (within same industry).</li> </ul>  |



### 3) Portfolio Strategy and Governance Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe your innovation in one or more of the below areas:               <ol style="list-style-type: none"> <li>1) portfolio components identification and alignment of portfolio roadmap to the strategic objectives of the organization</li> <li>2) evaluation, selection and prioritization of portfolio components</li> <li>3) allocation of resources to deliver portfolio components</li> </ol> <p>[Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</p> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your portfolio management technique is to other portfolios, domains or industries with no or minor modifications.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Based on the portfolio management technique that you have used, describe the tangible results achieved in relation to your organizations strategic objectives.</li> </ul>

### 4) Portfolio Performance Management. Questions:

<ul style="list-style-type: none"> <li>▪ Describe your innovation in measuring, analyzing and reporting portfolio performance against the set goals. Where applicable, mention the use of technology / tools to measure, analyses and report portfolio performance. [Help Text] – Focus on First of its kind, novel, disruptive and ground breaking innovation or use of new tools and techniques that have never been used before for this competency</li> </ul>
<ul style="list-style-type: none"> <li>▪ Demonstrate how transferrable the application of your portfolio management technique is to other portfolios, domains or industries with no or minor modifications.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Based on the portfolio management technique that you have used, describe the portfolio value, as applicable:               <ol style="list-style-type: none"> <li>1) revenue growth</li> <li>2) increased operating margins</li> <li>3) employee / customer satisfaction</li> <li>4) contribution to community</li> <li>5) enhancement or protection of reputation and branding</li> <li>6) protection of environmental resources</li> </ol> <p>Provide comparison to initial targets for each metric. Where applicable, provide any additional metrics that might have been measured as part of the portfolio value.</p> </li> </ul>

#### 4.1.6.4 What are the jury looking for:

<p>Description of the innovation implemented;</p> <ul style="list-style-type: none"> <li>▪ How novel, disruptive or groundbreaking it is.</li> <li>▪ What new tools and techniques were used to achieve that innovation.</li> <li>▪ How transferable is the implemented innovation.</li> </ul>	50% of the score weight
<p>Demonstrated result of the implemented innovation and its impact on the project outcomes.</p>	50% of the score weight



## **5. Attachments:**

- 5.1. Endorsement / non-objection letter.**
- 5.2. Applicant Curriculum Vitae.**
- 5.3. Supporting evidence for innovation impact on submitted project/program/portfolio outcomes.**
- 5.4. Additional attachments: Project Plan, Progress reports, Project Completion certificate - (optional).**